

# Conflict Resolution

Sample



## Corporate Training Materials

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# Preface

## What is Courseware?



Welcome to Corporate Training Materials, a completely new training experience!

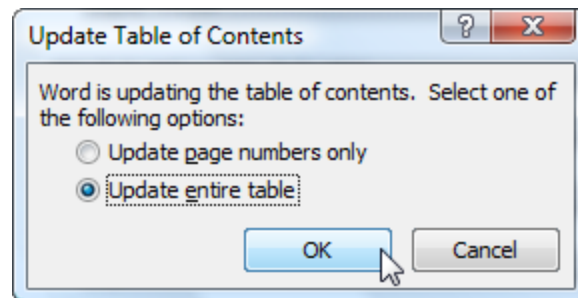
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide your materials, materials for the student, PowerPoint slides, and a take-home reference sheet for the student. You simply need to prepare and train!

Best of all, our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint. (Most other word processing and presentation programs support these formats, too.) This means that you can customize the content, add your logo, change the color scheme, and easily print and e-mail training materials.

## How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants' industry, or additional information. You can, of course, also use all of your word processor's other features, including text formatting and editing tools (such as cutting and pasting).

To remove modules, simply select the text and press Delete on your keyboard. Then, navigate to the Table of Contents, right-click, and click Update Field. You may see a dialog box; if so, click "Update entire table" and press OK.

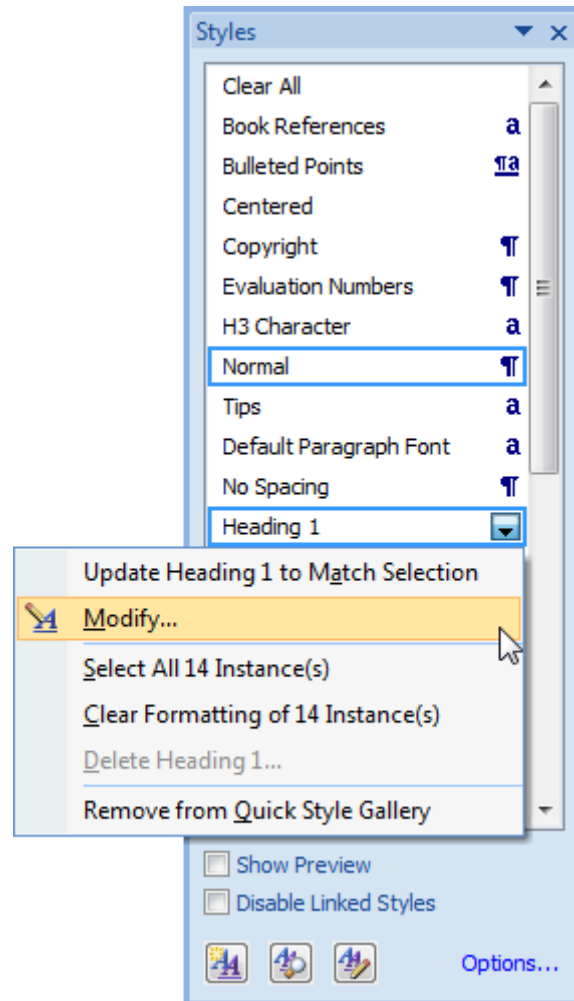


(You will also want to perform this step if you add modules or move them around.)

If you want to change the way text looks, you can format any piece of text any way you want. However, to make it easy, we have used styles so that you can update all the text at once.

If you are using Word 97 to 2003, start by clicking the Format menu followed by Styles and Formatting. In Word 2007 and 2010 under the Home tab, right-click on your chosen style and click Modify. That will then produce the Modify Style options window where you can set your preferred style options.

For example, if we wanted to change our Heading 1 style, used for Module Titles, this is what we would do:



Now, we can change our formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to [Word 2007 or 2010 Essentials](#) by Corporate Training Materials.

## Materials Required

All of our courses use flip chart paper and markers extensively. (If you prefer, you can use a whiteboard or chalkboard instead.)

We recommend that each participant have a copy of the Training Manual, and that you review each module before training to ensure you have any special materials required. Worksheets and handouts are included within a separate activities folder and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

- Laptop with projector, for PowerPoint slides
- Quick Reference Sheets for students to take home
- Timer or watch (separate from your laptop)
- Masking tape
- Blank paper

## Maximizing Your Training Power

We have just one more thing for you before you get started. Our company is built for trainers, by trainers, so we thought we would share some of our tips with you, to help you create an engaging, unforgettable experience for your participants.

- **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
  - Use examples, case studies, and stories that are relevant to the group.
  - Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
  - Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn by talking about it, while still others need a hands-on approach. For more information, we suggest Experiential Learning by David Kolb.)
- **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of the tips in this book and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
- **Make it relevant.** Participants are much more receptive to learning if they understand why they are learning it and how they can apply it in their daily lives. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to real life.
- **Keep an open mind.** Many trainers find that they learn something each time they teach a workshop. If you go into a training session with that attitude, you will find that there can be an amazing two-way flow of information between the trainer and trainees. Enjoy it, learn from it, and make the most of it in your workshops.

And now, time for the training!

## **Icebreakers**

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder.

## **Icebreaker: Friends Indeed**

### **Purpose**

Have the participants moving around and help to make introductions to each other.

### **Materials Required**

- Name card for each person
- Markers

### **Preparation**

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

### **Activity**

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

## **Training Manual Sample**

On the following pages is a sample module from our Training Manual. Each of our courses contains twelve modules with three to five lessons per module. It is in the same format and contains the same material as the Instructor Guide, which is then shown after the Training Manual sample, but does not contain the Lesson Plans box which assists the trainer during facilitation.

The Training Manual can be easily updated, edited, or customized to add your business name and company logo or that of your clients. It provides each participant with a copy of the material where they can follow along with the instructor.



*It's not what you look at that matters, it's what you see.*

*Henry David Thoreau*

### **Sample Module: Generating Options**



Once you have a good handle on the conflict, it's time for all parties in conflict to start generating some options for resolution. In this stage, it's all about quantity, not quality; you want as many options to choose from as possible.

## Generate, Don't Evaluate



To begin, generate ideas for resolving the symptoms of the conflict. Then, move on to the root cause and expand your list of ideas.

Don't be afraid to throw out wacky ideas or to ask, "What if?" Remember, this stage is about what you can do, not what you will do.

It is very important not to censor yourself or the person that you are having the conflict. Record all possible ideas into a list or brainstorming diagram. If you have created a cause and effect diagram, you can record ideas for resolution right on the diagram. (Once again, sticky notes are ideal for this initial, idea-generating phase.)

At this stage, all your work to build common ground and positive relationships will really start to pay off. As you and the person you are in conflict with start to generate options, the positive energy will build, increasing your creative output exponentially.

If you are having trouble thinking of solutions, use these questions to jump-start your creativity.

- In an ideal world, how would this conflict be resolved?
- How do we not want this conflict to be resolved?
- How might others resolve this conflict?

## Creating Mutual Gain Options and Multiple Option Solutions

Once you have a good list of options, look over the list, and perform some basic evaluation.

- Cross off options that are an absolute no-go for either party.
- Highlight options that provide gains for both parties.
- Look for options that can be combined for an optimal solution.
- Make options more detailed where appropriate.
- Continue brainstorming and generating ideas.



What if your entire list of options gets crossed off? Then it's back to the drawing board! If you are having trouble coming up with ideas, consider taking a quick break, moving the brainstorming meeting elsewhere, and/or involving outside parties.

## Digging Deeper into Your Options

Once the list has been narrowed down, dig deeper into each option and identify the following:



- The effort for each option (perhaps on a scale of one to ten)
- The payback for each option (also on a scale of one to ten)
- Your estimation as to its likelihood of success
- Other options that could be used to complement it
- Each party's preference for it (expressed as yes/no, or a percentage in favor)

At this point, we are still gathering information and exploring options, so try to make the list as long as possible. For simple conflicts, three to five options is usually sufficient, but with more complex issues, five to eight options may be necessary. If the team involves more than two people, you will likely need eight to twelve options.

## **Instructor Guide Sample**

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box. Each Instructor Guide and Training Manual mirrors each other in terms of the content. They differ in that the Instructor Guide is customized towards the trainer, and Training Manual is customized for the participant.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor train that particular lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.

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*Henry David Thoreau*

### **Sample Module: Generating Options**



Once you have a good handle on the conflict, it's time for all parties in conflict to start generating some options for resolution. In this stage, it's all about quantity, not quality; you want as many options to choose from as possible.

## Generate, Don't Evaluate

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	Understand how to generate solution choices.
<b>Topic Summary</b>	To begin, generate ideas for resolving the symptoms of the conflict. Then, move on to the root cause and expand your list of ideas.
<b>Materials Required</b>	<ul style="list-style-type: none"><li>• Blank paper</li><li>• Pens</li><li>• Flip chart paper</li><li>• Markers</li></ul>
<b>Planning Checklist</b>	Make sure you have lots of blank paper (at least one sheet per participant), and some extra pens.
<b>Recommended Activity</b>	<p>Ask participants to take one minute and list all the zoo animals they can on a blank sheet of paper. After one minute, ask each participant to find a partner and create a combined list. Give participants two minutes, and then divide them into small groups (or bring them back into the large group). Ask the group to create a final list with input from all participants.</p> <p>This exercise proves how many more ideas we can get when we work together!</p>
<b>Stories to Share</b>	This is an example of synergy, where the meeting of two things results in more than the sum of their parts. (For example, if one person were to come up with 10 items, and the other person came up with 5 items, they would probably actually end up with a list of more than 15 items after brainstorming.)
<b>Delivery Tips</b>	You can use almost any category you like for this activity.



To begin, generate ideas for resolving the symptoms of the conflict. Then, move on to the root cause and expand your list of ideas.

Don't be afraid to throw out wacky ideas or to ask, "What if?" Remember, this stage is about what you can do, not what you will do.

It is very important not to censor yourself or the person that you are having the conflict. Record all possible ideas into a list or brainstorming diagram. If you have created a cause and effect diagram, you can record ideas for resolution right on the diagram. (Once again, sticky notes are ideal for this initial, idea-generating phase.)

At this stage, all your work to build common ground and positive relationships will really start to pay off. As you and the person you are in conflict with start to generate options, the positive energy will build, increasing your creative output exponentially.

If you are having trouble thinking of solutions, use these questions to jump-start your creativity.

- In an ideal world, how would this conflict be resolved?
- How do we not want this conflict to be resolved?
- How might others resolve this conflict?



## Creating Mutual Gain Options and Multiple Option Solutions

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	Understand how to begin creating a list of potential solutions from the list of choices.
<b>Topic Summary</b>	Once you have a good list of options, look over the list, and perform some basic evaluation.
<b>Materials Required</b>	Worksheet One: Crisis at Acme Auditing
<b>Planning Checklist</b>	One copy of Worksheet One per participant
<b>Recommended Activity</b>	Divide participants into pairs. Ask them to review the story in Worksheet One and create a list of potential solutions for the people in conflict.
<b>Delivery Tips</b>	Encourage participants to be creative with this case study.

Once you have a good list of options, look over the list, and perform some basic evaluation.

- Cross off options that are an absolute no-go for either party.
- Highlight options that provide gains for both parties.
- Look for options that can be combined for an optimal solution.
- Make options more detailed where appropriate.
- Continue brainstorming and generating ideas.



What if your entire list of options gets crossed off? Then it's back to the drawing board! If you are having trouble coming up with ideas, consider taking a quick break, moving the brainstorming meeting elsewhere, and/or involving outside parties.

## Digging Deeper into Your Options

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	Understand how to finish creating a list of potential solutions from the list of choices.
<b>Topic Summary</b>	Once the list has been narrowed down, dig deeper into each option.
<b>Materials Required</b>	Worksheet One: Crisis at Acme Auditing
<b>Planning Checklist</b>	One copy of Worksheet One per participant
<b>Recommended Activity</b>	Divide participants into pairs. Ask them to review the story in Worksheet One and create a more detailed list of potential solutions for the people in conflict.
<b>Stories to Share</b>	<p>A Vixen who was taking her babies out for an airing one balmy morning, came across a Lioness, with her cub in arms. "Why such airs, haughty dame, over one solitary cub?" sneered the Vixen. "Look at my healthy and numerous litter here, and imagine, if you are able, how a proud mother should feel." The Lioness gave her a withering look, and lifting up her nose, walked away, saying calmly, "Yes, just look at that beautiful collection. What are they? Foxes! I've only one, but remember that one is a Lion."</p> <p>The moral of the story: Quality is better than quantity.</p>
<b>Delivery Tips</b>	If there is time, bring participants back into the large group. Discuss the various options presented and the brainstorming process used.

Once the list has been narrowed down, dig deeper into each option and identify the following:



- The effort for each option (perhaps on a scale of one to ten)
- The payback for each option (also on a scale of one to ten)
- Your estimation as to its likelihood of success
- Other options that could be used to complement it
- Each party's preference for it (expressed as yes/no, or a percentage in favor)

At this point, we are still gathering information and exploring options, so try to make the list as long as possible. For simple conflicts, three to five options is usually sufficient, but with more complex issues, five to eight options may be necessary. If the team involves more than two people, you will likely need eight to twelve options.

## **Activities**

During the facilitation of a lesson Worksheet or Handout may be utilized to help present the material. If a lesson calls for a Worksheet or Handout it will be listed in the Lesson Plan box under Materials Required. The trainer can then utilize the Activities folder for the corresponding material and then provide it to the participants. They are all on separate Word documents, and are easily edited and customized.

Below you will see the Worksheets or Handouts that are utilized during the training of the above lesson. They are located in the Activities folder and can be easily printed and edited for the participants.

## Sample Worksheet: Crisis at Acme Auditing

### Case Study

Dave Dudley and Manny Munson just can't get along. Dave leads the accounting team and has done so for 15 years. Manny heads up the quality control team. Although he's been with the company less than a year, everyone agrees that his unique skill set is a perfect match for Acme Auditing.

Dave and Manny have both been appointed to head up a project to find a new accounting package that will help reduce accounting errors. However, their personality conflicts have prevented them from making any headway.

Major problems include:

- Each person has a different idea about what the project's goal should be.
- Dave thinks Manny is too new to have a full understanding of the problem and Manny thinks Dave is afraid to try new things. As a result, they don't respect each other, and their communication is very poor.
- This project was created by the President of Acme Auditing, so the conflict needs to be resolved quickly.

What are some possible solutions to this conflict?

Create a detailed outline for each option.

After completing Worksheet Two, create a shortlist of options for Dave and Manny.

What is your recommended solution?

What might an action plan look like for that solution?

## **Quick Reference Sheets**

Below is an example of our Quick reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

# Conflict Resolution

## Collaborating

We will use this approach during this workshop. With the collaborating approach, the parties work together to develop a win-win solution. This approach promotes assertiveness (rather than aggressiveness or passiveness).



This style is appropriate when:

- The situation is not urgent
- An important decision needs to be made
- The conflict involves a large number of people, or people across different teams
- Previous conflict resolution attempts have failed

This style is not appropriate when:

- A decision needs to be made urgently
- The matter is trivial to all involved

## Choosing a Solution

Remember, you can often combine multiple options for even greater success!

- Is it a win-win solution for everyone involved?
- Are all needs provided for?
- Are all criteria met?



## Digging Deeper into Your Options

Once the list has been narrowed down, dig deeper into each option and identify the following:



- The effort for each option (perhaps on a scale of one to ten)
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## **Certificate of Completion**

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



# CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course*

*Conflict Resolution*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_

## **PowerPoint Sample**

Below you will find the PowerPoint sample. The slides are based on and created from the Training Manual. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

## Sample Module: Generating Options

Once you have a good handle on the conflict, it's time for all parties in conflict to start generating some options for resolution.

In this stage, it's all about quantity, not quality; you want as many options to choose from as possible.

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## Generate, Don't Evaluate

If you are having trouble thinking of solutions, use these questions to jump-start your creativity.

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## Creating Mutual Gain Options and Multiple Option Solutions

- Cross off options that are an absolute no-go for either party.
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- Make options more detailed where appropriate.
- Continue brainstorming and generating ideas.



## Digging Deeper into Your Options

- The effort for each option (on a scale of one to ten)
- The payback for each option (on a scale of one to ten)
- Your estimation as to its likelihood of success
- Other options that could be used to complement it
- Each party's preference for it (expressed as yes/no, or a percentage in favor)



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